

Message Text

CONFIDENTIAL

PAGE 01 WARSAW 03623 01 OF 05 011740Z
ACTION MMO-02

INFO OCT-01 ISO-00 EUR-12 SS-15 SP-02 INR-10 INRE-00
SIG-03 OES-07 SSO-00 PER-01 A-01 ABF-01 EB-08
/063 W

-----124731 011747Z /46

O 011235Z MAY 78
FM AMEMBASSY WARSAW
TO SECSTATE WASHDC IMMEDIATE 4798

C O N F I D E N T I A L SECTION 1 OF 5 WARSAW 3623

STADIS

E.O. 11652: GDS
TAGS: OGEN
SUBJ: FY 1980 GOALS/OBJECTIVES AND RESOURCES MANAGEMENT (GORM)
PROCESS

REF: STATE 063477

FOLLOWING IS SUBMISSION OF EMBASSY WARSAW AND CONSULATES KRAKOW
AND POZNAN FOR FY 1980 GOALS/OBJECTIVES AND RESOURCE MANAGEMENT
(GORM) PROCESS:

1. FORM ZBB-1
TOTAL U.S. PERSONNEL - 39
TOTAL FSL - 92
TOTAL PERSONNEL RESOURCES - 131 (AT "CURRENT LEVEL" PER STATE
081348).
 - A. PACKAGE I (LINE 3 X 90 PERCENT) EQUALS 118
 - B. PACKAGE II (LINE 3 X 5 PERCENT) EQUALS 7
 - C. PACKAGE III (LINE 3 X 5 PERCENT) EQUALS 6
 - D. PACKAGE IV (JUSTIFIED INCREASES OVER "CURRENT LEVEL")

2. FORM ZBB-2 - PACKAGE WORKSHEET

CONFIDENTIAL

CONFIDENTIAL

PAGE 02 WARSAW 03623 01 OF 05 011740Z

ZERO BASE BUDGETING FY-1980 PERSONNEL RESOURCE WORKSHEET

(1)	(2)	(3)	(4)	(5)	(6)	(7)
	(FY 1978		PACKAGE I			
	AMER.	AMER.		AMER.	AMER.	
FUNCTION	OFF	STAFF FSL	OFF	STAFF FSL		

EXEC	4	2	2	4	2	2
POL	4	2	0	3	2	0
E/C	4	1	4	3	1	3
SCI	1	1	1	1	1	1
CONS	7	0	22	6	0	20
ADMIN	13	0	63	11	1	57
TOTAL THIS PKG.	33	6	92	28	7	83
CUMULATIVE TOTAL	33	6	92	28	7	83

(8)	(9)	(10)	(11)	(12)	(13)
PACKAGE II			PACKAGE III		
AMER.	AMER.	AMER.	AMER.	AMER.	AMER.
OFF	STAFF	FSO	OFF	STAFF	FSL

EXEC	-	-	-	-	-	-
POL	1	-	-	-	-	-
E/C	-	-	-	-	-	-
CONS	-	-	1	1	1	1
ADMIN	-	-	3	-	-	3
TOTAL THIS PKG.	2	0	5	1	1	4
CUMULATIVE TOTAL	30	7	88	31	8	92

PACKAGE IV	
AMER.	AMER.
OFF.	STAFF FSL

EXEC - - -
CONFIDENTIAL

CONFIDENTIAL

PAGE 03 WARSAW 03623 01 OF 05 011740Z

POL	-	-	-
E/C	-	-	-
SCI	-	-	-
CONS	-	-	1
ADMIN	-	-	3

3. FORM ZBB-3

(1) DECISION UNIT: POLAND

(2) PACKAGE I OF IV

(3) ACTIVITY DESCRIPTION:

A. WE ARE REQUIRED TO REPORT HOW WE WOULD ALLOCATE PERSONNEL RESOURCES AT 90 PERCENT OF OUR "CURRENT LEVEL." UNDER SUCH A REDUCTION, WE WOULD HAVE TO DROP FIVE AMERICAN POSITIONS: A POLITICAL OFFICER, AN ECONOMIC OFFICER, A CONSULAR OFFICER, TWO ADMINISTRATIVE OFFICERS, A TRADE CENTER FSL, TWO CONSULAR FSLs, AND FIVE ADMIN FSLs.

B. THE LOSS OF ONE JUNIOR POLITICAL OFFICER WOULD PERMIT US TO MAINTAIN OUR MIDDLE AND HIGH-LEVEL CONTACTS WITH THE MFA AND OTHER AGENCIES OF THE POLISH GOVERNMENT. REPRESENTATIONAL ACTIVITIES AND BIOGRAPHIC REPORTING COULD BE CONTINUED BUT AT SLIGHTLY REDUCED (APPROXIMATELY 20 PERCENT) LEVELS. PUBLICATIONS PROCUREMENT WOULD BE UNAFFECTED, BUT THE IMPORTANT DAILY PRESS

BRIEFINGS FOR THE AMBASSADOR AND OTHER SENIOR OFFICERS WOULD HAVE TO BE REASSIGNED, PROBABLY TO ANOTHER SECTION. THIS ALSO APPLIES TO PROTOCOL DUTIES AND THE POLITICAL SECTION'S HZLF SHARE IN EDITING AND MANAGING THE POLISH NEWS BULLETIN AND JOINT PRESS TRANSLATION SERVICE OF THE US AND UK EMBASSIES.

C. WE WOULD ALSO HAVE TO ELIMINATE A JUNIOR E/C POSITION AT THE EMBASSY. WITHOUT THIS OFFICE, CONTACT WORK AT MIDDLE AND UPPER LEVELS OF THE COMPLEX POLISH ECONOMIC BUREAUCRACY COULD BE MAINTAINED, ALTHOUGH LESS EFFECTIVELY THAN AT PRESENT. THE ELIMINATION OF THIS

CONFIDENTIAL

NNN

CONFIDENTIAL

PAGE 01 WARSAW 03623 02 OF 05 011742Z

ACTION MMO-02

INFO OCT-01 ISO-00 SS-15 EUR-12 A-01 SP-02 INR-10
INRE-00 SIG-03 OES-07 SSO-00 PER-01 ABF-01 EB-08
/063 W

-----124739 011748Z /41

O 011235Z MAY 78

FM AMEMBASSY WARSAW

TO SECSTATE WASHDC IMMEDIATE 4799

C O N F I D E N T I A L SECTION 2 OF 5 WARSAW 3623

STADIS//////////

POSITION WOULD REQUIRE THE ONE REMAINING ECONOMIC OFFICER (AS DISTINCT FROM THE COUNSELOR AND THE COMMERCIAL ATTACHE) TO SHIFT A MAJOR SHARE OF HIS ATTENTION TO THE AREAS PRESENTLY HANDLED BY THE REDUCED OFFICER: CIVIL AVIATION, FISHING, AND POLISH EFFORTS TO INCREASE EXPORTS TO THE US.

D. ANOTHER POSITION SACRIFICED WOULD BE ONE OF THE JUST-FILLED TWO CONSULAR OFFICERS IN KRAKOW. WE COULD ADJUST TO THIS CUT BY HAVING THE "ADMINISTRATIVE OFFICER" AT POZNAN DESIGNATED A "REGIONAL OFFICER" AND TAKE ON ALL ADMINISTRATIVE DUTIES AT KRAKOW AS WELL. THIS WOULD FREE THE KRAKOW PRINCIPAL OFFICER OF MOST OF HIS ADMINISTRATIVE DUTIES AND PERMIT HIM TO DEVOTE PART OF HIS TIME TO CONSULAR WORK. THE POZNAN PRINCIPAL OFFICER WOULD ALSO HAVE TO ASSUME THE CONSULAR DUTIES NOW PERFORMED BY THE "ADMINISTRATIVE OFFICER".

E. IN THE ADMIN SECTION OF THE EMBASSY, WE COULD REALIZE A NET SAVINGS OF ONE AMERICAN POSITION WHILE ADDING THE SECRETARIAL SLOT RECOMMENDED BY THE F.S. INSPECTORS IN 1977. THIS WOULD ENTAIL A CUT OF TWO COMMUNICATIONS OFFICERS (ONE C&R AND ONE TCU). SUCH CUTS WOULD BE FEASIBLE, HOWEVER, ONLY IF WE SHIFT FROM

PRIMARY RADIO CIRCUITS TO STATE DEPARTMENT LEASED LAND LINE
CIRCUITS THROUGH THE BAX EXCHANGE IN BONN AND IF WE INSTALL
TERP EQUIPMENT FOR SPECIAL INTERNAL PROCESSING OF TELEGRAPHIC
TRAFFIC.
CONFIDENTIAL

CONFIDENTIAL

PAGE 02 WARSAW 03623 02 OF 05 011742Z

F. PACKAGE NO. 1 WOULD ENTAIL A REDUCTION OF NINE FSL POSI-
TIONS. THE FOLLOWING HAVE BEEN IDENTIFIED:

(A) ONE FSL IN THE TRADE DEVELOPMENT CENTER. THIS WOULD
REDUCE THE NUMBER OF TECHNICAL SALES SEMINARS (RSS) WE SPONSOR
BY ABOUT HALF AND WOULD REQUIRE THE ELIMINATION OF THE EMBASSY'S
COMMERCIAL NEWSLETTER.

(B) TWO CONSULAR POSITIONS -- A JUNIOR FILE CLERK AND FEDERAL
BENEFITS INFORMATION CLERK. THE DUTIES PERFORMED BY THESE EMP-
LOYEES WOULD HAVE TO BE SHIFTED TO OTHERS IN THE CONSULAR SECTION,
WHICH WOULD INVOLVE SUBSTANTIAL OVERTIME PAYMENTS.

(C) FOUR GSO POSITIONS -- A PUBLICATIONS PROCUREMENT CLERK,
A TRAVEL OFFICE CLERK/MESSENGER, A GARAGE MECHANIC AND A LABORER
IN THE MAINTENANCE UNIT. THESE LOSSES WOULD AGAIN REQUIRE ADDI-
TIONAL OVERTIME PAYMENTS TO OTHER EMPLOYEES, MORE TRAVEL ARRANGE-
MENTS AND VOUCHERING BY INDIVIDUAL USG TRAVELERS, AND SERVICE OF
AMERICAN-MADE AUTOMOBILES OUTSIDE POLAND. (NO FACILITIES FOR
SUCH SERVICING EXIST IN WARSAW.)

(D) THE B&F SECTION WOULD DROP TWO POSITIONS, TO BE COMPEN-
SATED FOR BY ESTABLISHMENT OF A CLERICAL POOL AND SHIFTING SOME
WORK TO THE EMBASSY'S WORD PROCESSING CENTER. CONSTITUENT POSTS
WOULD HAVE TO ACCEPT DELAYS IN RECEIVING TRANSFER OF FUNDS TO
THEIR ACCOUNTS, SINCE REPLENISHMENT VOUCHERS COULD NOT BE
PROCESSED QUICKLY.

(4) RESOURCE REQUIREMENTS:

	FY 78	FY 79	THIS PACKAGE ONLY	CUMULATIVE
OFFICERS	33	33	28	28
STAFF	6	6	7	7
FSL'S	93	92	83	83
TOTALS	132	131	118	118

CONFIDENTIAL

CONFIDENTIAL

PAGE 03 WARSAW 03623 02 OF 05 011742Z

5. IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES AND ESSENTIAL
ACTIVITIES:

A. THE LOSS OF THE JUNIOR POLITICAL OFFICER WILL HAMPER OUR
REALIZATION OF POLICY OBJECTIVE II (STATE 295591/1), ESPECIALLY
THOSE SUB-COMPONENTS DEALING WITH POLISH CSCE IMPLEMENTATION

AND CONTACT WITH DISSIDENT GROUPS. OUR REPORTING ON THESE ACTIVITIES, BOTH OF MAJOR IMPORTANCE AS GOALS AND OBJECTIVES, WOULD BE REDUCED BY APPROXIMATELY 30 PERCENT. SIMILARLY, A NUMBER OF KEY CONTACTS AMONG YOUTH, ACADEMICIANS, AND CLERGY WOULD BE LOST.

B. LOSS OF THE ECONOMIC/COMMERCIAL OFFICER POSITION WOULD SERIOUSLY HAMPER OUR ABILITY TO ACCOMPLISH THAT PART OF OBJECTIVE NO. 1 WHICH CALLS FOR CONTINUING ANALYSIS OF POLAND'S ECONOMIC SITUATION. THE GATHERING OF INFORMATION ON WHICH WE BASE THIS ANALYSIS IS, IN THE POLISH SYSTEM EXTREMELY COMPLEX AND TIME-CONSUMING. OUR REPORTING ON THIS SUBJECT WOULD DROP BY APPROXIMATELY 20 PERCENT. ALSO, TWO KEY COMPONENTS OF OBJECTIVE NO.3 (IMPROVE POLISH UNDERSTANDING OF U.S. ECONOMIC PRACTICES AND FOSTER COOPERATION BETWEEN MARITIME OFFICIALS) WOULD BE JEOPARDIZED, SINCE THESE ARE BOTH AREAS OF RESPONSIBILITY FOR THE OFFICER TO BE DROPPED.

C. THE CONSULAR SLOT TO BE SACRIFICED IS IN KRAKOW. CONSULATE KRAKOW HAS BEEN SEVERELY UNDERSTAFFED FOR A YEAR. THE REPORTING CALLED FOR UNDER OBJECTIVES I, II AND III HAS THEREFORE NOT HAD THE BENEFIT OF CONTRIBUTIONS FROM KRAKOW. OUR ATTEMPTS TO RECTIFY THIS SITUATION THROUGH THE RECENT ARRIVAL OF A SECOND CONSULAR OFFICER IN KRAKOW WOULD BE BROUGHT TO NOUGHT IF THIS POSITION WERE TAKEN AWAY.

D. THE NET LOSS OF ONE COMMUNICATOR COULD BE ABSORBED IF THE DEPARTMENT IS PREPARED TO FINANCE THE EQUIPMENT RECOMMENDED IN THE "ACTIVITY DESCRIPTION" ABOVE.

E. WE CANNOT SPECIFY THE POLICY OBJECTIVES WHICH WOULD BE COMPROMISED BY THE LOSS OF NINE FSL POSITIONS. WE CAN ONLY ASSERT THAT A LESS EFFICIENT, LESS PRODUCTIVE EMBASSY WOULD HAVE GREAT DIFFICULTY IN ACHIEVING OUR OVERALL PURPOSES HERE WITHOUT THE SUPPORT OF THE LOCAL POSITIONS IDENTIFIED FOR POSSIBLE CUT.
CONFIDENTIAL

CONFIDENTIAL

PAGE 04 WARSAW 03623 02 OF 05 011742Z

CONFIDENTIAL

NNN

CONFIDENTIAL

PAGE 01 WARSAW 03623 03 OF 05 011757Z

ACTION MMO-02

INFO OCT-01 ISO-00 EUR-12 SS-15 SP-02 INR-10 INRE-00

SIG-03 OES-07 SSO-00 PER-01 A-01 ABF-01 EB-08

/063 W

-----124817 011801Z /41

O 011235Z MAY 78

FM AMEMBASSY WARSAW

TO SECSTATE WASHDC IMMEDIATE 4800

C O N F I D E N T I A L SECTION 3 OF 5 WARSAW 3623

STADIS

(1) DECISION UNIT: POLAND

(2) PACKAGE II OF IV

(3) ACTIVITY DESCRIPTION:

A. AT THIS LEVEL THE POLITICAL AND ECONOMIC SECTIONS WOULD BE RESTORED TO THEIR PRESENT AMERICAN LEVELS. THE ONE FSL E/C POSITION D

ROPPED UNDER PACKAGE I WOULD ALSO BE REINSTATED.

THE CONSULAR SECTION WOULD REGAIN ONE LOCAL EMPLOYEE AND THE ADMIN SECTION THREE (ONE FOR B&F AND TWO FOR GENERAL SERVICES).

B. OUR REPORTING, REPRESENTATION, AND TRADE PROMOTION ACTIVITIES WOULD BE MAINTAINED ROUGHLY AS THEY ARE AT PRESENT, WITH SOME INCREASED EFFICIENCY, SINCE INCUMBENTS WILL HAVE GAINED SOME EXPERIENCE THROUGH THEIR LONGER TENURE ON THE JOB. TRAVEL OUTSIDE WARSAW COULD ALSO INCREASE. THE POLISH PRESS BRIEFINGS COULD BE marginally IMPROVED IN THEIR COVERAGE, AND BIOGRAPHIC REPORTING COULD BE INCREASED. THE ECONOMIC SECTION WOULD CONTINUE TO MEET MINIMUM REQUIREMENTS FOR BILATERAL NEGOTIATIONS, TRADE PROMOTION, BRIEFINGS AND ASSISTANCE FOR VISITORS, AND REPORTING. PRESENT STRAINS CAUSED BY A CHRONIC HEAVY WORKLOAD, HOWEVER, WOULD NOT APPRECIABLY BE LESSENED. RESTORATION OF ONLY ONE CONSULAR CLERK WOULD STILL MEAN THAT SERVICES TO U.S. AND POLISH ANNUITANTS AND TO VISA APPLICANTS WOULD LAG BEHIND PRESENT LEVELS AND WOULD CONTINUE TO ENTAIL OVERTIME PAYMENTS FOR OTHER CONFIDENTIAL

CONFIDENTIAL

PAGE 02 WARSAW 03623 03 OF 05 011757Z

EMPLOYEES REQUIRED TO DO THIS WORK. RESTORATION OF THE B&F CLERK WOULD PERMIT FASTER PROCESSING OF REPORTS, TRANSFERS, AND VOUCHERS. ALSO, OUR LOCAL CASHIER WOULD HAVE A TEMPORARY REPLACEMENT DURING PERIODS OF LEAVE AND SICKNESS. OTHERWISE, THE PROBLEMS NOTED UNDER PACKAGE I OF REDISTRIBUTION OF WORK AND OVERTIME PAYMENTS REMAIN. IN THE GENERAL SERVICES OFFICE, RESTORATION OF THE PUBLICATIONS/PROCUREMENT CLERK POSITION WOULD PERMIT US TO BE MORE RESPONSIVE TO REQUESTS FROM THE DEPARTMENT AND OTHER GOVERNMENT AGENCIES AND FROM OTHER SECTIONS WITHIN THE EMBASSY. SHIPPING, CUSTOMS, VEHICLE REGISTRATION AND OTHER GSO ACTIVITIES WOULD ALSO BENEFIT. IF WE WERE ABLE TO GET BACK THE GARAGE/MECHANIC POSITION, WE WOULD BE ABLE ONCE AGAIN TO DO MOST OF THE MAINTENANCE WORK ON OUR EMBASSY FLEET, INCLUDING VEHICLES OF OTHER AGENCIES. IT WOULD ALSO ELIMINATE THE TIME AND EXPENSE OF SENDING VEHICLES TO BERLIN FOR SERVICING.

(4) RESOURCE REQUIREMENTS:

	FY-78	FY-79	THIS PACKAGE ONLY	CUMULATIVE
OFFICERS	33	33	2	30
STAFF	6	6	0	7
FSL'S	93	93	5	88
TOTALS	132	132	7	125

(5) IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES, AND
ESSENTIAL ACTIVITIES:

A. GETTING BACK THE TWO AMERICAN AND ONE FSL POSITIONS INVOLVING POLITICAL AND ECONOMIC SECTIONS LOST UNDER PACKAGE I WOULD GIVE US THE RESOURCES TO PURSHE WITH MINIMUM EFFECTIVENESS THE U.S. GOALS AND OBJECTIVES OUTLINED IN STATE 295591. THE PURPOSES WHICH WOULD HAVE SUFFERED UNDER THE PACKAGE I CUTS, PARTICULARLY UNDER OBJECTIVES I, II AND III, COULD BE BETTER SERVED. THIS APPLIES PARTICULARLY TO THE OBJECTIVES CALLING FOR CONFIDENTIAL

CONFIDENTIAL

PAGE 03 WARSAW 03623 03 OF 05 011757Z

CSCE MONITORING AND KEEPING WATCH ON POLAND'S ECONOMIC SITUATION. THE CONTRIBUTIONS WE NEED FROM OUR CONSTITUENT POSTS WOULD CONTINUE TO BE REDUCED BY THE LOSS OF THE ONE CONSULAR OFFICER POSITION IN KRAKOW.

B. ON THE FSL LOCAL ADMIN SIDE, WE WOULD BEMarginally STRENGTHENED BY THE RESTORATION OF THE B&F AND GSO POSITIONS, BUT THE VITAL SUPPORT ALL OUR OBJECTIVES CALL FOR IN THE WAY OF LOCAL EMPLOYEE HELP WOULD CONTINUE TO BE LESS THAN IDEAL.

4. (A) DECISION UNIT: POLAND

(2) PACKAGE III OF IV

(3) ACTIVITY DESCRIPTION:

ALL ACTIVITIES CURRENTLY CONDUCTED BY THE EMBASSY IN SUPPORT OF AGREED POLICY GOALS AND OBJECTIVES WILL BE CONTINUED. WE WOULD REGAIN THE CONSULAR OFFICER SACRIFICED UNDER PACKAGE I FROM KRAKOW, WE WOULD PICK UP ONE AMERICAN STAFF POSITION TO GIVE THE CONSULAR SECTION ITS MUCH-NEEDED AMERICAN SECRETARY (AS RECOMMENDED BY THE INSPECTORS), AND WE WOULD RECOVER ALL FOUR OF THE REMAINING LOCAL EMPLOYEES (IN B&F AND GSO) NOT REINSTATED UNDER PACKAGE II. WE WOULD CONTINUE TO BE PRESSED FOR FSL HELP IN THE CONSULAR AND ADMINISTRATIVE SECTIONS, HOWEVER.

(4) RESOURCE REQUIREMENTS:

	FY-78	FY-79	THIS PKG. ONLY	CUMULATIVE
OFFICERS	33	33	1	31
STAFF	6	6	1	8
FSL'S	93	92	4	92
TOTALS	132	131	6	131

(5) IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES, AND
ESSENTIAL ACTIVITIES:

A. THIS LEVEL OF STAFFING WOULD LEAVE US WHERE WE ARE TODAY, BUT WITH A SLIGHTLY DIFFERENT MIX. IN THE FUTURE, WE EXPECT INCREASING EMPHASIS ON CSCE IMPLEMENTATION AND DIVIDED FAMILIES (OBJECTIVE II) AND ON TRADE AND AGRICULTURAL ISSUES (OBJECTIVE I). WITH THE STAFFING LEVEL UNDER PACKAGE III, WE WOULD EXPECT TO

CONFIDENTIAL

PAGE 04 WARSAW 03623 03 OF 05 011757Z

BE ABLE TO WORK TOWARD THESE OBJECTIVES EFFECTIVELY, DRAWING ON, AT THE SAME TIME, A BARELY ADEQUATE SUPPLY OF FSL ADMINISTRATIVE SUPPORT.

(1) DECISION UNIT: POLAND

(2) PACKAGE IV OF IV

(3) ACTIVITY DESCRIPTION: AS NOTED IN PACKAGE III, THE EMBASSY REMAINS SHORTHANDED IN A COUPLE OF KEY AREAS. WE THEREFORE BELIEVE SLIGHT INCREASES IN CURRENT LOCAL POSITION LEVELS WOULD GIVE US THE FSL SUPPORT WE NEED TO PURSUE OUR OBJECTIVES MORE EFFECTIVELY. WE HAVE IN MIND THE ADDITION OF A LOCAL ELECTRICIAN, WHICH WOULD PERMIT US TO EMPLOY MORE PREVENTATIVE MAINTENANCE AND THEREFORE ACHIEVE ECONOMIES IN TOTAL EMBASSY OPERATING EXPENSES. ALSO, A WAREHOUSE/RECEIVING CLERK WOULD BREAK THROUGH BOTTLENECKS WE NOW HAVE IN RECEIPT OF SUPPLIES AND EQUIPMENT. UNDER PRESENT CONDITIONS, SUCH ITEMS ARE STACKED FOR DAYS UNTIL SUPPLY ROOM PERSONNEL CAN ATTEND TO THEM, MEANWHILE RENDERING THEM UNAVAILABLE TO USERS. A MORE EFFICIENT LOGGING IN PROCESS AND STORAGE WOULD SPEED UP THE ACCESS TO SUCH EQUIPMENT. IN THE CONSULAR SECTION, AN ADDITIONAL CONSULAR LOCAL POSITION WOULD BE USED TO COPE WITH THE CONSIDERABLE BACKLOG OF CORRESPONDENCE, A CHRONIC PROBLEM IN THIS SECTION.

CONFIDENTIAL

NNN

CONFIDENTIAL

PAGE 01 WARSAW 03623 04 OF 05 011829Z

ACTION MMO-02

INFO OCT-01 ISO-00 EUR-12 SS-15 SP-02 INR-10 INRE-00

SIG-03 OES-07 SSO-00 PER-01 A-01 ABF-01 EB-08

/063 W

-----124917 011838Z /41

O 011235Z MAY 78

FM AMEMBASSY WARSAW

TO SECSTATE WASHDC IMMEDIATE 4801

CONFIDENTIAL SECTION 4 OF 5 WARSAW 3623

STADIS//////////

(4) RESOURCE REQUIREMENTS:

	FY-78	FY-79	THIS	CUMULATIVE
			PKG. ONLY	
OFFICERS	33	33	-	31
STAFF	6	6	-	8
FSLE'S	93	92	3	95
TOTALS	132	131	3	134

(5) IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES, AND ESSENTIAL ACTIVITIES: AS WE HAVE NOTED REPEATEDLY, THE GENERAL EFFECTIVENESS OF THE EMBASSY IN WORKING TOWARD OUR OBJECTIVES HERE IS VERY MUCH DEPENDENT ON THE QUALITY OF ADMINISTRATIVE AND LOCAL EMPLOYEE SUPPORT OF OUR SERVICES. THE ADDITION OF THESE NEW POSITIONS WOULD SIMPLY ADD TO THAT EFFICIENCY WITHOUT A LARGE INCREMENT IN OPERATING COSTS.

4. A. STATE PROGRAMS AND ACTIVITIES TO WHICH SIGNIFICANT NON-SALARY FUNDING IS ALLOCATED INCLUDE RENTS, UTILITIES, MAINTENANCE AND REPAIRS, FURNITURE AND FURNISHINGS, SMALL COMMERCIAL LIBRARIES, AND REPRESENTATION. ON RENTS, WE HAVE JUST BEEN HIT BY AN INCREASE OF 155 PERCENT ON PROPERTIES LEASED BY PUMA, THE OFFICIAL POLISH REAL ESTATE AGENCY. A REDUCTION IN FUNDS FOR THIS ACTIVITY WOULD THEREFORE BE PARTICULARLY HARD TO SWALLOW. WE COULD

CONFIDENTIAL

PAGE 02 WARSAW 03623 04 OF 05 011829Z

SIMPLY NOT MAINTAIN HOUSING NECESSARY TO SUPPORT ADEQUATELY OUR BASIC COMPLEMENT OF ASSIGNED U.S. EMPLOYEES. EVEN A CONTINUATION OF CURRENT OPERATING LEVELS WOULD NOT PERMIT THIS. IN OTHER WORDS, WE WILL HAVE TO HAVE APPRECIABLE INCREASES IN FUNDING TO HANDLE THE 155 PERCENT INCREASE ANNOUNCED ON APRIL 1.

B. ON ENERGY, APPROXIMATELY 29 OF OUR HOUSING UNITS ARE NOW HEATED BY COKE OR OIL. WE HAVE PROPOSED TO THE DEPARTMENT THAT ECONOMIES COULD BE ACHIEVED BY CONVERTING COKE AND OIL-FIRED HEATING UNITS TO NATURAL GAS. WE COULD THEREFORE TAKE A CUT IN FUNDING FOR THIS ACTIVITY IF WE MADE THE CONVERSION WE HAVE RECOMMENDED. OTHERWISE, FUNDING AT CURRENT LEVELS WILL BECOME INCREASINGLY DIFFICULT TO ADJUST TO AS THE COST OF OIL RISES IN EASTERN EUROPE AS IT HAS IN THE REST OF THE WORLD. WE WILL THEREFORE HAVE TO ASK, SOONER RATHER THAN LATER, FOR INCREASED FUNDS FOR THIS PURPOSE. ON MAINTENANCE AND REPAIR, ANY REDUCTION OF FUNDS WILL HAVE SERIOUS CONSEQUENCES TO OUR ALREADY LIMITED CAPACITY TO MAINTAIN PROPERLY OUR OFFICE AND RESIDENTIAL BUILDINGS. MAJOR PLUMBING RENOVATIONS ARE REQUIRED IN THE CHANCERY, STAFF HOUSING, AND IN SEVERAL RESIDENCES. THIS WILL BE DIFFICULT TO ACCOMPLISH, ESPECIALLY ALONGSIDE EXTENSIVE REWIRING OF OUR ELECTRICAL INSTALLATIONS, AT PRESENT OPERATING

FUNDING LEVELS. IT COULD NOT BE DONE AT REDUCED FUNDING.

C. TWENTY-SIX OF OUR HOUSING UNITS ARE FURNISHED WITH EQUIPMENT PURCHASED 15 YEARS AGO. MOST OF THE UPHOLSTERED FURNITURE HAS BEEN REBUILT AND RECOVERED A NUMBER OF TIMES AND IS NOW READY FOR RETIREMENT. ANY REDUCTION OF MONEY FOR OUR REPLACEMENT PROGRAM WOULD HAVE AN IMMEDIATE IMPACT ON OUR ABILITY TO PROVIDE ADEQUATE FURNISHINGS FOR OUR EMPLOYEES, WITH CONSEQUENT IMPACTS ON EMPLOYEE MORALE AND REPRESENTATION.

D. THE ACCOMMODATION EXCHANGE RATE DROPPED BY OVER 30 PERCENT EFFECTIVE JANUARY 1, 1978. ON TOP OF THAT, POLAND IS SUFFERING AN ANNUAL RATE OF INFLATION AT AROUND 10 PERCENT. JUST TO MAINTAIN OUR PRESENT REPRESENTATIONAL ACTIVITIES WILL
CONFIDENTIAL

CONFIDENTIAL

PAGE 03 WARSAW 03623 04 OF 05 011829Z

REQUIRE AN INCREASE IN FUNDING. A REDUCTION WOULD HAVE SERIOUS CONSEQUENCES FOR THE PURSUIT OF OUR POLICY OBJECTIVES, PARTICULARLY THOSE ENTAILING WIDE EXPOSURE TO POLISH SOCIETY AND TRADE PROMOTION. A CUT IN OUR FUNDING OF COMMERCIAL LIBRARIES WOULD LEAVE US WHERE WE ARE AT PRESENT IN TERMS OF NUMBERS OF VOLUMES AND RESEARCH MATERIALS. WITH TIME, HOWEVER, THIS INFORMATION WOULD BE INCREASINGLY OUTDATED, AND WE WOULD NOT BE ABLE TO PROVIDE THE KIND OF UP-TO-DATE ADVICE OUR BUSINESSMEN NEED IN ORDER TO ACHIEVE OUR OBJECTIVE OF EXPANDING TRADE IN POLAND AND MONITORING THE COUNTRY'S GENERAL ECONOMIC SITUATION.

5. EVALUATION OF GOALS, OBJECTIVES AND RESOURCE MANAGEMENT OF OTHER AGENCIES.

A. STARTING WITH AGRICULTURE, WE HAVE AN AMERICAN ATTACHE, AN AMERICAN SECRETARY, AND TWO LOCAL EMPLOYEES. IN MY OPINION THIS IS THE RIGHT STAFFING IN LIGHT OF OUR AGRICULTURE INTERESTS IN POLAND. IN FACT, IT IS VERY THIN, GIVEN OUR OBJECTIVES HERE TO INCREASE SALES OF U.S. AGRICULTURAL PRODUCTS, TO PROVIDE CONTINUING ANALYSIS OF POLAND'S ECONOMIC SITUATION, AND TO MAKE AVAILABLE WHEREVER POSSIBLE ECONOMIC ASSISTANCE. THIS ASSISTANCE FOR THE MOST PART IS CONCENTRATED IN CONCESSIONARY SALES OF U.S. AGRICULTURAL PRODUCTS. I THEREFORE CONSIDER THE OFFICE OF THE AGRICULTURAL ATTACHE TO BE ONE OF THE MOST IMPORTANT OTHER-AGENCY ACTIVITIES CARRIED ON IN POLAND, AND I HAVE NO QUARREL WITH THE AGRICULTURAL DEPARTMENT'S PRIORITIES HERE, WHICH ARE REFLECTED IN THE POLICY OBJECTIVES ABOVE.

B. THE PRESS AND CULTURAL SECTION CONSISTS OF SIX OFFICER POSITIONS, TWO AMERICAN STAFF AND 17 FSLs, ONE OFFICER AND FIVE FSLs IN KRAKOW AND ONE OFFICER AND THREE FSLs IN POZNAN. I SEE NO FAT IN THE SECTION. THE MOST RECENT INSPECTION CONCLUDED: "THE POST HAS, IF ANYTHING MORE PROGRAM OPPORTUNITIES THAN IT CAN HANDLE WITH PRESENT RESOURCES," (WITH WHICH I SPECIFICALLY CONCUR) AND RECOMMENDED "...THAT A LANGUAGE QUALIFIED AMERICAN OFFICER BE ADDED TO P&C POLAND...". THE SECTION'S PROGRAMS ARE DIRECTLY RELATED

CONFIDENTIAL

NNN

CONFIDENTIAL

PAGE 01 WARSAW 03623 05 OF 05 011828Z
ACTION MMO-02

INFO OCT-01 ISO-00 SS-15 SP-02 A-01 INR-10 INRE-00
SIG-03 OES-07 SSO-00 PER-01 ABF-01 EB-08 EUR-12
/063 W

-----124885 011836Z /41

O 011235Z MAY 78
FM AMEMBASSY WARSAW
TO SECSTATE WASHDC IMMEDIATE 4802

C O N F I D E N T I A L SECTION 5 OF 5 WARSAW 3623

STADIS//////////

TO U.S. GOALS, ESPECIALLY OBJECTIVE IV. IT REINFORCES WITH
PRESS AND CULTURAL ACTIVITIES OUR OTHER MAJOR POLITICAL AND
ECONOMIC OBJECTIVES AND PLAYS A LEADING ROLE IN OUR EFFORTS TO
BROADEN BILATERAL CULTURAL AND SCIENTIFIC TIES. I AM PARTI-
CULARLY PLEASED WITH P&C'S HEAVY EMPHASIS ON THE TEACHING OF
AMERICAN LITERATURE AND ENGLISH. THE PRESENCE OF AMERICAN
PROFESSORS ON POLISH UNIVERSITY CAMPUSES IS THE STRONGEST
AND MOST CONSISTENT PROGRAM WE HAVE FOR INFLUENCING THE YOUNG
GENERATION. P&C OFFICERS ENGAGED BOTH IN INFORMATION AND
CULTURAL PROGRAMMING MAKE A MAJOR CONTRIBUTION TO EMBASSY
EFFORTS TO INCLUENCE WRITERS, JOURNALISTS AND OTHER INDEPENDENT
INTELLECTUALS. THEY ARE CLOSELY INVOLVED IN THE PREPARATION
OF OUR BASIC EMBASSY STATEMENT OF GOALS AND OBJECTIVES. IN
SHORT, I AM FULLY SATISFIED WITH ICA'S PRESENCE AND ACTIVITIES
IN POLAND.

C. IN ORDER OF PRIORITY, THE MISSIONS OF THE DEFENSE ATTACHE
OFFICE (DAO) ARE (A) COLLECTION AND REPORTING MILITARY AND
POLITICAL-MILITARY INFORMATION; (B) REPRESENTING THE DEPART-
MENT OF DEFENSE (DOD); (C) CONDUCTING THE REPRESENTATIONAL
FUNCTIONS OF ALL DOD COMPONENTS; (D) RESPONDING TO REQUIREMENTS
OF THE DOD, JCS, THE SERVICES, AND THE EUCOM; (E) AND MAINTAINING
ARMED FORCES ATTACHE AFFILIATIONS WITH THE POLISH COMPONENT
SERVICES. I HAVE NO PROBLEM WITH THESE PRIORITIES. IN ITS
CONFIDENTIAL

CONFIDENTIAL

PAGE 02 WARSAW 03623 05 OF 05 011828Z

CAPACITIES AS ADVISOR TO ME AND AS DOD REPRESENTATIVE, THE DAO

CONTRIBUTES TO THE GENERAL U.S. INTEREST IN INCREASING THE
LEVEL OF OUR CONTACTS IN THE POLISH GOVERNMENT. IN PURSUING
THAT GOAL, THE DAO IS ATTEMPTING TO ESTABLISH CONTACTS WITHIN
THE POLISM MOD WITH THOSE WHO MAKE POLICY AND ALLOCATE RESOURCES.
THE DAO IS ALSO LAYING THE GROUND WORK FOR EXCHANGES OF VISITS
BY SENIOR SERVICE SCHOOL STUDENTS AND A POSSIBLE SHIP VISIT.
IN THESE CAPACITIES, THE DAO IS ACCEPTED BY THE GOP AS ANOTHER
ELEMENT OF OUR MISSION. THE MANY COLLECTION AND REPRESENTATIONAL
FUNCTIONS OF THE DAO, THE GEOGRAPHIC DISTANCE TO BE COVERED,
AND THE IMPORTANCE OF THE SOVIET TROOPS STATIONED IN POLAND
FULLY EMPLOY THE DAO STAFF OF SIX MILITARY, THREE U.S. CIVILIAN,
AND THREE POLISH NATIONALS. I SEE NO NEED FOR REDUCTIONS --
NOR ANY NEED FOR INCREASES IN THE PRESENT DAO STAFF.

6. FOLLOWING ARE THE RANK ORDER LISTINGS (BY POSITIONS) OF
USG ACTIVITIES IN POLAND WHICH FALL WITHIN THE LEAST IMPORTANT
10 PERCENT FOR PURPOSES OF ATTAINMENT OF GOALS AND OBJECTIVES
(LEAST IMPORTANT POSITIONS ARE RANKED FIRST);

STATE

FSL - GSO LABORER
FSL - GARAGE MECHANIC
FSL - PUBLICATIONS PROCUREMENT CLERK
FSL - B&F CLERK
FSL - B&F CLERK
FSL - TRAVEL CLERK
FSL - CONSULAR CLERK
FSL - CONSULAR CLERK
U.S. COMMUNICATOR
KRAKOW CONSULAR OFFICER
JUNIOR POLITICAL OFFICER
CONFIDENTIAL

CONFIDENTIAL

PAGE 03 WARSAW 03623 05 OF 05 011828Z

JUNIOR E/C OFFICER

AGRICULTURE
FSL - TRANSLATOR

DATT
FSL - CHAUFFEUR
U.S. RECEPTIONIST/CLERK

ICA
FSL - RECEPTIONIST (KRAKOW)
FSL - INFORMATION ASSISTANT (WARSAW)
ASSISTANT INFORMATION OFFICER
THE INSTRUCTIONS IN STATE 63477 ARE NOT CLEAR AS TO WHETHER WE
ARE OBLIGED TO RANK-ORDER THESE LISTINGS AMONG AGENCIES. IF
REQUIRED TO DO SO, I WOULD CONSIDER THE POSSIBLE CUTS IN DATT

AS LESS HARMFUL, WITH OTHER AGENCY REDUCTIONS IN THE FOLLOWING ORDER: AGRICULTURE, ICA AND STATE.

7. FINALLY I WOULD LIKE TO RECALL THAT OUR POSITION IN POLAND MAY BE UNIQUE IN EASTERN EUROPE DUE TO THE RELATIVELY EASY ACCESS WE HAVE TO ALL ELEMENTS OF POLISH SOCIETY AND TO THE RELATIVE FREEDOM OF MOVEMENT WHICH WE ENJOY THROUGHOUT THE COUNTRY. NO ONE CAN PREDICT THAT THIS WILL CONTINUE INDEFINITELY BUT IT IS ESSENTIAL THAT WE HAVE THE RESOURCES NOW TO EXPLOIT THIS FAVORABLE SITUATION. AT THE SAME TIME WE CANNOT REDUCE THE USUAL TIME-CONSUMING READING AND ANALYSIS OF THE DAILY PRESS AND OTHER PERIODICALS WITHOUT A SERIOUS REDUCTION IN OUR EFFECTIVENESS IN INTERPRETING THE DEVELOPMENT OF GOVERNMENT AND PARTY POLICIES AND THEIR IMPLEMENTATION.
SCHAUFEELE

CONFIDENTIAL

NNN

Message Attributes

Automatic Decaptioning: Z
Capture Date: 01 jan 1994
Channel Indicators: n/a
Current Classification: UNCLASSIFIED
Concepts: n/a
Control Number: n/a
Copy: SINGLE
Draft Date: 01 may 1978
Decaption Date: 20 Mar 2014
Decaption Note: 25 YEAR REVIEW
Disposition Action: RELEASED
Disposition Approved on Date:
Disposition Case Number: n/a
Disposition Comment: 25 YEAR REVIEW
Disposition Date: 20 Mar 2014
Disposition Event:
Disposition History: n/a
Disposition Reason:
Disposition Remarks:
Document Number: 1978WARSAW03623
Document Source: CORE
Document Unique ID: 00
Drafter: n/a
Enclosure: n/a
Executive Order: GS
Errors: N/A
Expiration:
Film Number: D780185-0942
Format: TEL
From: WARSAW
Handling Restrictions:
Image Path:
ISecure: 1
Legacy Key: link1978/newtext/t197805104/aaaadldy.tel
Line Count: 670
Litigation Code IDs:
Litigation Codes:
Litigation History:
Locator: TEXT ON-LINE, ON MICROFILM
Message ID: 5d99a494-c288-dd11-92da-001cc4696bcc
Office: ACTION MMO
Original Classification: CONFIDENTIAL
Original Handling Restrictions: STADIS
Original Previous Classification: n/a
Original Previous Handling Restrictions: n/a
Page Count: 13
Previous Channel Indicators: n/a
Previous Classification: CONFIDENTIAL
Previous Handling Restrictions: STADIS
Reference: 78 STATE 63477
Retention: 0
Review Action: RELEASED, APPROVED
Review Content Flags:
Review Date: 28 apr 2005
Review Event:
Review Exemptions: n/a
Review Media Identifier:
Review Release Date: n/a
Review Release Event: n/a
Review Transfer Date:
Review Withdrawn Fields: n/a
SAS ID: 2526142
Secure: OPEN
Status: NATIVE
Subject: FY 1980 GOALS/OBJECTIVES AND RESOURCES MANAGEMENT (GORM) PROCESS
TAGS: OGEN
To: STATE
Type: TE
vdkgvwkey: odbc://SAS/SAS.dbo.SAS_Docs/5d99a494-c288-dd11-92da-001cc4696bcc
Review Markings:
Sheryl P. Walter
Declassified/Released
US Department of State
EO Systematic Review
20 Mar 2014
Markings: Sheryl P. Walter Declassified/Released US Department of State EO Systematic Review 20 Mar 2014